MULTIMEDIA UNIVERSITY

STUDENT ID NO

MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 2, 2018/2019

MHP 7233 – HUMAN PERFORMANCE TECHNOLOGY

(All sections / Groups)

28 JANUARY 2019
10.00 am – 12.00 pm
(2 Hours)

INSTRUCTIONS TO STUDENTS

1. This Question paper consists of 4 pages including the cover page with 4 Questions only.

2. Answer **ALL** questions with relevant examples.

INSTRUCTION TO STUDENTS:

You are required to answer **ALL FOUR** questions. Please read the questions carefully and answer accordingly, supported with relevant examples where necessary.

Question 1

Based on the outline of the Human Performance Technology process below, please illustrate the HPT model as defined by the International Society for Performance Improvement, USA.

[Total marks: 20]

1. Identify Goals of the organization /Business Requirement

2. Define Gap between desired performance & actual performance

2.1. Magnitude

2.2 Value

2.3 Urgency

3. Identify the cause of the performance gap

3.1.1 Peformance Analysis

3.1.2 Environmental

3.1.3 Skill/Knowledge

3.1.4 Emotional/Political

4. Select appropriate solutions

4.1. Intervention selection

4.1.1 Appropriateness

4.1.2 Economics

4.1.3 Feasibility

4.1.4 Acceptability

4.2. Development

4.2.1 Design

4.2.2 Creation

4.2.3 Verification

5. Implement the interventions

5.1 Planning

5.2 Execution

5.3 Support

6. Evaluate the results

6.1. Monitor

6.2. Maintain

Continued....

Question 2

CASE STUDY I

Jeans Inc. has a high turnover rate of around 90% annually (Hatcher, Brooks, 109). Turnover cost the plant thousands of dollars a year. Of great concern was the high operator turnover which is estimated to cost the company $100,000 a year (Hatcher, Brooks, 110). Many of the operator trainees failed to complete their training probation. Therefore, there were few operators available to replace those who left (Hatcher, Brooks, 110). Thus, in order to address the turnover rate several issues needed to be addressed. Areas such as low area unemployment, communication problems (rumors of plant closing), and inadequate job training orientation had to be dealt with to properly find a solution to Jeans Inc.'s employee turnover problem.

a) Based on the implementation of e-learning for training employees, present a possible cause analysis diagram based the context stated above. (20 marks).
b) Suggest and explain two methods of e-learning training that can be implemented to decrease the turnover rate of employees in Jeans Inc. (10 marks).

[Total marks: 30]

For Questions 3 and 4, please answer based on the Case Study provided below.

CASE STUDY II

PepsiCo is the second largest food and beverage business in the world with products distributed across more than 200 countries and territories. Having expanded from its namesake product to 22 brands, PepsiCo includes notable brands such as Quaker, Walkers and Tropicana.

PepsiCo has over 15,000 frontline salespeople spread out across Sub-Sahara and Europe. Almost all of their salespeople use their own device and are in regions with poor Wi-Fi and data access. 10,000 out of their 15,000 salespeople are in Turkey, Russia and South Africa – all places where internet access is unreliable at best.

Upwards of 95% only speak their local language with a basic understanding of spoken English. With over 40 different languages to accommodate, PepsiCo's plans for using technology to deliver their training was ambitious. But for PepsiCo and their learners, it was the difference between something and nothing – and for PepsiCo, that made the endeavour worthwhile.

PepsiCo wanted to provide induction and sales training they'd originally had to forgo or wait months to deliver. Efforts involved, travel costs, and disrupting work schedules meant training was infrequent. New learning was cascaded down in face-to-face sessions, from the head office to the regional and local, and then finally to the frontline managers and salespeople.

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This meant learning could get muddled and lose effectiveness. And though all talented at coaching and assessing, their frontline mangers weren't always the best teacher, and so the quality of training wasn't consistent.

The key features for the e-learning project should be mobile devices, global roll-out, a Learning Management Platform and the micro-learning approach.

Question 3

With reference to the above case study, please describe the following three strategies to ensure the implementation plan for performance improvement will be successful (5 marks for each strategy explained)

- Communication
- Change Management
- Process Consulting

[Total marks: 15]

Question 4

a) Explain the implementation plan for the e-learning performance intervention which is to provide induction and sales training globally with the application of the Learning Management System, mobile app and the micro-learning approach (15 marks).

b) Clarify how the evaluation for the implementation of e-learning training in the above case study is implemented according to the three stages of evaluation – formative, summative and confirmative (15 marks).

c) Then, describe one evaluation method that can be applied in either the formative, summative or confirmative stage (5 marks).

[Total marks: 35 marks]

End of Paper.